



## EVALUATING HUMAN RESOURCES UTILIZATION IN MANAGEMENT AND RESOURCES DEVELOPMENT ASSISTANT OF KERMANSHAH MEDICAL SCIENCES UNIVERSITY IN 2014

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### ABSTRACT

**Introduction:** The aim of this study was evaluating the efficiency of human resources in resources and development assistant Kermanshah Medical Sciences University in 2014. **Methodology:** this research, cross - was a cross-sectional was conducted in 2014. The study population consisted of all employees in the Department of Kermanshah Medical Sciences University were development and resource management. Broad had 100 people. Simple random sampling was used in this study. The primary means of data collection in this study, library resources, and standard questionnaires was Achiu efficiency. The validity of the questionnaire was evaluated using content validity was confirmed by experts. And its reliability using Cronbach's alpha 0.82, respectively. **Results:** The results of Friedman test for ranking showed that after resolution of (perceived or imagined role) has the highest average rank of 6.13 and (evaluate) training and performance feedback has the lowest average rating was 2.07. The dimension of ability, clarity, and help with Performance appraisal is a significant positive relationship was observed confidence level of 0.95. As well as the dimensions of motivation, assessment, validation, and environmentally significant relationship with Performance appraisal in the confidence level of 0.95. **Discussion and Conclusion:** Based on these results it can be concluded that the model ability to moderate the determining factors and the factors influencing the performance of staff and for managers and the organization is relatively a good tool.

**KEYWORDS:** evaluation, human resources utilization, resources, and management development assistant of Kermanshah Medical Sciences University.

### INTRODUCTION

Human resources are the greatest asset of any organization and have long been the cornerstone of the development of any organization. Improvement and human resources development to enhance the efficiency of the organization is considered as any profit and nonprofit organizations. According to management experts and organizations, Performance appraisal is a good strategy for human resources development. Performance appraisal should be the goal of improving the ability of staff.<sup>[1]</sup> System Performance appraisal, one of the most important and most fundamental is the human resource system, which is obviously very important process Performance appraisal and staff responsible for the organization of the most critical issues faced by it. Despite constant attempts to design optimal and effective systems for evaluating employees, the evidence suggests that, in general, responsible agencies of the methods and systems used to assess employees are not happy. An appropriate period to ensure the performance and effectiveness, as well as obstacles and problems need to be seen.<sup>[2]</sup> Performance

appraisal of staff from tasks very difficult to evaluate, because those usually attributed to assess its impact on their future developments are aware, this has made it difficult to assess the problem more difficult and there are all sorts of structural problems that caused the doubt of fair or fairness of the process. These problems, aside from the conflict between supervisors and subordinates are caused as a result of destructive behavior will strengthen.<sup>[3]</sup> Despite constantly trying to design better and more effective systems for evaluating employees, the evidence shows that the staff of these systems is not happy. In recent years as one of the development strategies and to upgrade performance management of human resources and improvement of labor productivity,<sup>[5]</sup> given the quantity and quality of their products increase. Second, staff become aware of the results of their performance was satisfactory to them, generally feeling will grow, so that the strengths and weaknesses discovered, to increase their capabilities based on facts will attempt.<sup>[6]</sup> Research results Bandari (1996) showed that 82% of employees believed that the status quo was effective performance evaluation system

on the motivation and performance of employees and 75% of them believed that managers act in dealing with employees' tastes. On the other hand, consistently and correctly evaluating performance, organizations will benefit from the advantages of human resources development to enhance the efficiency of employees is minimum.<sup>[7]</sup> to cause reality. If employees come to the conclusion that the granting of paid promotions and merit and not based on performance measures based on actual assessment is done, will be harmful and damaging effects on their performance. Late arrival, absenteeism, turnover, and loss of resources, loss of huge sums annually to organizations could enter. Also, the poor performance of employees, negative and harmful effects on the organization's leadership and staff HAND. So that a significant proportion of managers spend time thinking about how to take action on individuals is low.<sup>[8]</sup> One of the most effective tools to promote personnel evaluation, efficiency, empowerment, and improvement of human resources is an evaluation tool that helps organizations and employees in meeting the needs if this tool is well designed and properly used, appropriate means to encourage, education, rehabilitation and some employees will be punished.<sup>[9]</sup> Evaluating employee behavior and deserved the execution of their duties, a process for measuring various properties employees and job tasks entrusted to them and to compare them and how to implement staff together. Evaluation of staff performance indicates the employee's duties properly done according to the job description were delivered to him or not. Through evaluation, deficiencies and weaknesses are diagnosed staff and guidance and training to solve them dehumidified.<sup>[10]</sup> favorable working and understanding for employees and managers flora. At the same time evaluation is a means to the goal. A tool that if used properly, causing the development of "Customer" is the place of the administrative and understanding between employees and managers to develop and make a decision that is fair, accurate and fair information about employees the results of the evaluation in the majority of employment and HR practices including: description, appointment and training - of job benefits and other similar matters can be useful.<sup>[11]</sup> The results Ramezaninezhad et al. (2013) showed that the index Performance appraisal can be found in the eight factors of business coaches and technical, educational, and athletic development, personal performance coach, public relations, finance, team performance, maintenance team and the recognition and management team with a net worth greater than 1 classified.<sup>[12]</sup> The results Habibi

and Zabet (2011) showed that Performance appraisal at police headquarters on motivation, satisfaction, employee orientation training, and retention effect, but no effect on creativity and innovation, human resources.<sup>[13]</sup> The findings Lezgian, Mohammad (2012) showed that measuring the success of information system as one of the most important topics in the field of information systems in all organizations, both public and private sector are considered. On the other hand, showed a good predictor of the quality of financial information system for the use and satisfaction of users of the system.<sup>[14]</sup> The results Alexi (2011) showed that cognitive function is one of the subscales are associated with a high coefficient of efficiency. The results Tom Schraw (2010) showed that the governing principles of human relations management Performance appraisal of the factors influencing the relationship between the success factors of productivity in surface showed 0.01 = a.<sup>[16]</sup> The results Coupler (2008) show that Da leadership style, and organization of specialized forces is the factors influencing productivity.<sup>[17]</sup> In the study, Mary Georgy (2003) showed that the increased role of technology and organization Performance appraisal is not affected, because the relationship between IT and organization with a confidence level of 0.95 Performance appraisal has been reported.<sup>[18]</sup> Given the above principles aim of this study Performance appraisal human resources Achiu efficiency model was in 2014.

## METHODOLOGY

This research is descriptive - analytical, cross-sectional and using surveying was done in 2014. The study population consisted of all employees in supporting and resources development assistant of Kermanshah Medical Sciences University, respectively. Based on the latest results of Personnel and Department of Development and human resources 100 people have been broad. Simple random sampling was used in this study. The primary means of data collection in this study, library resources, and standard questionnaires was Achiu efficiency. The questionnaire for measuring the efficiency of human resources (skills, understanding, and knowledge of the job, organizational support, motivation, feedback, reliability, and compatibility) study was designed. Performance appraisal based on assessment of all the items have been set for each item Likert 5 replies (a (very small), two (low), three (average), four (large), five (very much)) in is considered. Re-examine validity was confirmed by professors and its reliability using Cronbach's alpha are shown in Table rough.

**Table 1: Cronbach's alpha reliability estimates for the spectrums.**

Conception	Aspects	items no.	Cronbach alpha	Total alpha
Performance appraisal	Ability (knowledge and skills)	3	0.91	0.82
	Resolution (perceived or imagined role)	4	0.83	
	Assistance (organizational support)	4	0.71	
	Motivation (motivation or desire)	4	0.76	
	Assessment (training and performance feedback)	4	0.92	
	Credit (valid exercise of the rights of	4	0.89	

	employees)			
	Environment (environmental relevance)	3	0.78	

To analyze the data, the software was used AMOS21 and Spss 21.

## RESULTS

Demographic findings show that 53.7 percent of participants were women and 47.3 percent were male. 67% were married and 33 percent were single. 33

percent have an associate's degree and were lower. 44.3 percent have a bachelor's degree and 23.7% had a master's degree and higher.

**Table 2: mean, standard deviation, average rating of dimensions.**

	Mean	Std. Deviation	Mean Rank
The ability (knowledge and skill)	13.6700	4.69914	4.33
(Sharpness) understand or idea role	17.3600	3.71054	6.13
help ( protection organizational)	16.5900	4.34171	5.55
motivation ( motivation or inclination)	14.1800	5.15493	4.91
evaluation (Education and feedback operation)	4.6700	6.04370	2.07
credit ( Acts a valid and legal staff)	7.4200	8.36682	3.13
environment (environmental proportionality)	17.1100	6.11819	6.10

Based on the above table clearly understand or imagine highest index of 17.36 and the lowest score is the assessment or training and performance feedback 4.67 using the Friedman test for ranking results

also show that after the resolution of (perceived or imagined role) has Most average Rating 6.13 and (evaluate) training and performance feedback has the lowest average rating was 2.07.

**Table 3: Performance appraisal of the relationship between the dimensions of 0.95 with a confidence level.**

			Estimate	SE	CR	P
Ability	<---	Performance appraisal	0.008	0.009	0.862	0.388
Clarity	<---	Performance appraisal	0.010	0.007	1.491	0.136
Help	<---	Performance appraisal	-0.009	0.008	-1.096	0.273
Motivation	<---	Performance appraisal	0.045	0.009	5.143	***
Assessment	<---	Performance appraisal	0.097	0.006	15.532	***
Credit	<---	Performance appraisal	0.101	0.012	8.179	***
Environment	<---	Performance appraisal	0.026	0.011	2.315	***

Based on the above table between the dimensions of ability, clarity and help with Performance appraisal is a significant positive relationship was observed confidence level of 0.95. As well as the dimensions of motivation,

assessment, validation, and environmentally significant relationship with Performance appraisal in the confidence level of 0.95.

**Table 4: Effects of direct and indirect standard methods.**

Standardized Total Effects		Standardized Direct Effects	Standardized Indirect Effects
	Performance appraisal	Performance appraisal	Performance appraisal
Environment	0.227	0.227	0.000
Credit	0.635	0.635	0.000
Assessment	0.842	0.842	0.000
Motivation	0.459	0.459	0.000
Help	-0.110	-0.110	0.000
Clarity	0.148	0.148	0.000
Ability	0.086	0.086	0.000

The above table represents a standardized effects of direct proportion to the relationship between aspects of equality with Performance appraisal Performance appraisal of environmentally respectively, validation, evaluation, motivation, help, clarity and ability

of 0.227, 0.635, 0.842, 0.459, - 0.110, 0.148 and 0.086 are also indirect effects of the standard rate with the dimensions of the relationship between Performance appraisal is equal to 0.000.

**Table 5: Indicators of final research model is as follows.**

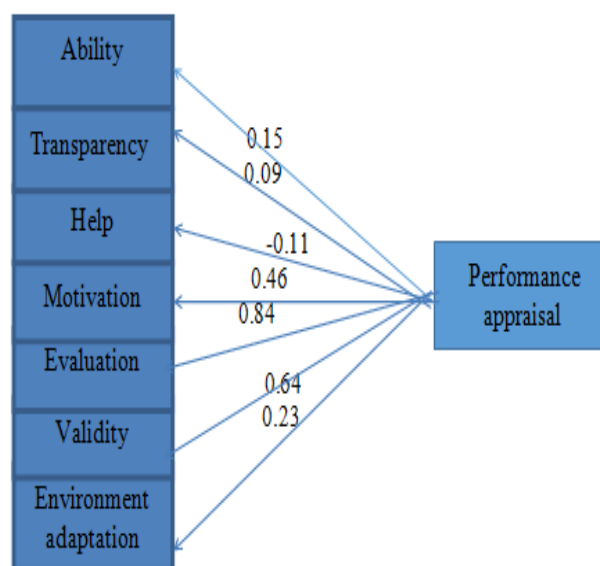
Standard model	Acceptable level	Commentary	Result	Acceptance
Chi-square CIMIN	Chi-square value table	Chi-square obtained by chi-square table is compared to determine a degree of freedom	109.739	Acceptance
Root mean square error of estimate (RMSEA )	smaller than 0.05	Value less than 0.05 is a good fit	0.0200	Acceptance
Tucker Lewis TLI	Zero (not fitted) to 1 (perfect fit)	The amount of nearly 0.95 A good fit	0.989	Acceptance
Chi-square relative CIMIN / DF	1 to 5	Less than 1 indicates weakness is fitted to the amount of more than 5 shows the need to improve	4.226	Acceptance
Normalized fit index thrifty PNFI		above 0.5 or 0.6	.589	Acceptance
Comparative fit index thrifty PCFI		above 0.5 or 0.6	.519	Acceptance
Bonnet Bentley index NFI Index Fitness Grow	Compare the model to model without their relationships	Must be greater than is 0.9	.653	Relatively acceptable
CFI	Compare the model to model without their relationships	Must be greater than is 0.9	.692	Relatively acceptable
Incremental Fit Index IFI	Between zero and one	The more standard is 0.9	.699	Relatively acceptable

Chi-square = 109.739

Degrees of freedom = 21

Probability level = 0.000

Economy or PRATIO ratio of fit indices considered thrifty and of itself is not an indicator of fitness. But also indicates that researchers have spent to what extent the definition of free parameters. The index was developed based on the relative degree of freedom to the degree of freedom achieved independence. A value between zero and one takes and no matter how much smaller it indicates that the researcher has spent more money on free parameters. Often higher amounts of 0.5 for this indicator have seen that the rate is 0.750. Indicators ECVA, MECVI, AIC, BCC to determine the most graceful model of multi-model used is a model that has the least amount considered as a more graceful model. In this experiment, respectively 1.620, 1.573, 160.339, 155.739, which ECVA to 1.573 as the most efficient model.

**Figure 1: standardized direct effects model to explain.**

Based on the above graph Performance appraisal has a direct effect: on the ability (0.09), on the job definition (0.15), the following help (-0.11), the motivational dimension (0.46), the appraisal (0.84)), the reliability (0.64) and the adjustment environment ((0.23) is clarified. the greatest impact assessment between Performance appraisal and its dimensions corresponding

to the dimensions of the Funds to the amount of 84% and 64%, respectively.

## DISCUSSION AND CONCLUSION

No doubt for realizing organizational survival and growth and its dynamics, identify the human resources creative, inventive and innovative is critical, given the importance of human resources in an organization and his role in the growth and organizational goals, addressing the topic Performance appraisal in Site is one of the most important concerns of today's organizations.<sup>[19]</sup> For the proper implementation of the evaluation system can be used to effectiveness, motivation and ultimately the major steps taken towards increasing quantitative and qualitative performance of managers. Most human resource management theorists believe that organizations should, before making any decision made as important as promotion, salary increase, relocation, appointment and removal from service evaluation program managers and staff, and according to criteria tailored to the performance managers and employees are evaluated. Based on the results obtained, the dimension of ability, clarity, and help with Performance appraisal is a significant positive relationship was observed confidence level of 0.95. As well as the dimensions of motivation, assessment, validation and environmentally positive relationship with Performance appraisal in the confidence level of 0.95 was observed. The results Ramezaninezhad et al. (2013) showed that the index Performance appraisal can be found in the eight factors of business coaches and technical, educational and athletic development, personal performance coach, public relations, finance, team performance, maintenance team and the recognition and management team with a net worth greater than 1 classified. The results Habibi and Zabet (2011) showed that Performance appraisal at police headquarters on motivation, satisfaction, employee orientation training, and retention effect, but no effect on creativity and innovation, human resources. The findings Lezgian M. (2012) showed that measuring the success of information system as one of the most important topics in the field of information systems in all organizations, both public and private sector are considered. On the other hand showed a good predictor of the quality of financial information systems and satisfaction for users of the system is used. The results Alexi (2011) showed that cognitive function is one of the subscales are associated with a high coefficient of efficiency. The results Tom Schraw (2010) showed that the governing principles of human relations management Performance appraisal of the factors influencing the relationship between the success factors of productivity in the 0.01 show. The results Coppler (2008) show that Da leadership style, professional and organized forces of the factors affecting their productivity. In the study, Mary Georgy (2003) showed that the increased role of technology and organization Performance appraisal is not affected, because the relationship between IT and organization with a confidence level of 0.95 Performance appraisal is

reported, respectively. In the meantime, training and performance feedback assessment index, other indices were in pretty bad condition and it shows in the environment, discrimination among employees is high. Spirit of trust and honesty between partners and attention to productivity in the workplace is good. The results of the ranking indicators show that management Performance appraisal; these dimensions affect the Performance appraisal staff. Secondly, these components, the degree of importance and more effective, to be considerably increased in Performance appraisal organization. Thus, according to the data processing of the seven aforementioned factors, ranking of the factors affecting Performance appraisal based on the average were designated as follows: 1) Resolution (perceived or imagined role of 2- environment (environmental balance).<sup>[3]</sup> Assistance (organizational support). Resolution (perceived or imagined role). 4. Motivation (motivation or desire).<sup>[5]</sup> The ability (knowledge and skills). 6. Credit valid and legal acts 7. The evaluation staff (training and performance feedback). That the poor management of human resources is one of the most important factors is to reduce performance.<sup>[20]</sup> One of the difficulties of the current situation our country is wasting resources, or lack of performance, the human being as effective and source performance and low productivity in organizations, companies and institutions, is caused by various factors. For managers achieve this task, requires the efficient use of human resources, material and financial resources, material resources and financial control would be as easily possible and is based on the assumption that achieve the highest and best technology and provide financial resources and the efforts of the best and most suitable rod and change management will be achievable, the only major variable, human resources efficiency that will provide research field.<sup>[21]</sup> According to the managers' performance is vital to the organization, so finding the factors that affect the performance of managers and their productivity is of particular importance. Determine appropriate criteria for the selection of power can achieve the desired goals and achieve appropriate levels of productivity aid. 2. Create structure flexibility and also increase the confidence of managers for qualified people to prove their abilities. 3. Managers should create an atmosphere of healthy competition among staff performance evaluation and provide more motivation and efforts to strengthen individual. 4-evaluating the performance of managers have done over the years and on several occasions and once a year does not seem enough. In this regard, it is suggested that the evaluation results and evaluate its performance compared with others. 5-appeal of ICT-based methods and techniques Performance appraisal in the context of the application of this technology is recommended empowerment.

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